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ABSTRACT
Organizational betterments impact and challenge the tacit and empirical knowledge related to fear, productivity, and organizational cultural changes. From that understanding, this study case features an authentic laboratory of facts and experience that provides the opportunity to apply tools and techniques that, displayed through the innovative methodology and customized proposal for small business operations, could minimize the impacts of fear within its different spheres, what shall enable to consider, scientifically, the efficiency of tools for adequate and appropriate management to promote business results. A humanistic approach, proposed by people-oriented management philosophy, considers the relation between interpersonal relationship betterment and the increase in productivity a fundamental element to perform tangible results. It is believed that by approaching fear as a paradigm, resignifying absolute truths, roles, and responsibilities, and treating the needs of individuals either isolated or in groups, it can be possible to map the human potential and professional talents among collaborators. Revealing future successors, and identifying the best practices and solutions for the organization by establishing a strong trust relationship among collaborations, can also stimulate higher accession and increase professional interest in the business issues. It is concluded that, via humanized management, the major investors may increase people's productivity and profitability of the business units, promoting operational sustentabililty with higher organicity.

Keywords: Interpersonal relationship, Organizational culture, Increased productivity, Management.

1 INTRODUCTION

It is understood that the results and growth rates of a company are allied to several factors in the context of the local and global market, whether in terms of product innovation (good or service), marketing innovation, organizational innovation, and innovation of Law Suit. Entrepreneurs are incessantly looking for answers to keep their businesses in full growth to guarantee their sustainability and permanence in the market (LEZANA, et al, 2019).

Since December 2013, a study carried out by the Strategic Management Unit (UGE) of the Brazilian Microenterprise Support Service (SEBRAE) already indicated that of the 2,362 small companies (enterprises with annual revenues between 360 thousand and 3.6 million) interviewed, 75.1%, invested in innovations and had an impact of 6% to 30% on their total profit, certifying the

importance of innovating in the search for effective economic results. On the other hand, it is identified that the most robust investments were in products, goods, or services, reaching an index of 78% among the researched innovation categories.

In light of this scenario, the concern of companies, especially with smaller operations (up to 100 employees), to focus on investing in tangible assets, possibly minimizing the importance of investment in intellectual capital and the quality of the organizational environment and relationships human rights, essential parameters for generating sustainable solutions for the business, especially in times of crisis (MORGAN, 2013; SEBRAE, 2013; SUS, 2014; TURCHI, MORAIS, 2017)

Investing in people is still seen as an auspicious investment for some organizations, justified by the fact that the entrepreneur may be "throwing money away", once the employee leaves. Despite this, the concern of the entrepreneur to have a company with multifunctional teams with a creative, inventive, and collaborative profile, essential requirements for innovation management, is noted. It is understood that innovation can be implemented by different means, as reported in the aforementioned study, but it is suggested that the behavior conducive to innovation is present in employees so that they can act proactively and benefit from the mechanisms and tools of innovation available in the organizational scenario. (MORGAN, 2013).

The increase in total profit is considered a reflection of the increase in productivity and is caused by the production capacity and way of innovating companies. It starts from the premise that to innovate, the human being is needed as the agent responsible for managing, provoking, and activating the mechanisms of operation and functioning of a business. In this thought, the following questions are raised: On which pillars are the individual's quality of life-based in their work environment? How to make the individual use the internal and external resources available to generate greater sustainability for the operation? How to achieve high productivity rates? How to develop new products and services? How to manage processes and generate quick solutions and responses for the customer? Are most companies working in mechanistic environments where the quality of the organizational environment and the health of interpersonal and commercial relationships are compromised by antagonistic and centralizing business cultures? (MORGAN, 2013; HYLKE, 2016, CARVALHO, 2023).

Given the above, this study aims to propose organizational treatment tools aimed at deconstructing fear, improving organizational culture, and increasing productivity in educational companies in language teaching.

2 EXPERIENCE REPORT

This is an experience report, in a language educational company, composed of 74 employees, with more than 30 years in the market, located in the Midwest region of Brazil, constituting a strong and consolidated brand. The name of the company will remain anonymous, for the preservation of the image and better development of the work.

The investigative analysis process lasted 12 months, from November 2015 to November 2016, through the then-current Strategic Development Manager of the Business Development Nucleus, who at the beginning of the process acted as a teacher and was responsible for corporate events institutional and some of the company's marketing initiatives.

It is a family business, a language teaching institution that includes 03 business units in the capital of the state of Minas Gerais. The company has been in the local market for thirty years, however, for five years the indicators have pointed to stagnation compromising the occupation of schools and business units in the city of Belo Horizonte. Currently, it serves 40% of its total operating capacity equivalent to 1,400 students, while its facilities, as a whole, hold up to 3,500, considering its structure and service capacity.

Diagnosis of two specialized consultancies stated that the lack of growth is related to interpersonal relationship problems, lack of innovation in processes, communication, marketing, and services, and organizational culture with mechanistic and centralizing inclinations, which also compromised the relationship and customer service of the brand. In interpersonal relationships, it is noted that the fear of acting, speaking with transparency, and proposing changes, as well as the lack of engagement with the actions proposed by the strategic body affect the productivity and search for results on the part of the commercial, administrative and pedagogical team, mainly employees at a tactical-operational level. From this understanding, the following scenario was observed:

1. Use of the name of one of the owners, between unit managers, managers and employees, and work pairs, as a way to coerce and speed up the process and execution of a task;

2. Collaborators with more than 10 years at the company, from the teaching staff, disseminate the truth about "staying in the fridge" if they do not meet a specific demand from the pedagogical director;

3. Some employees show victimization, fear and escape behaviors when faced with not carrying out tasks delegated to them;

4. Reluctance, on the part of some employees, to deliver the bad news, even knowing that they could contribute to the improvement of the company. Apparently, due to uncertainty and fear of repercussions, understanding and reaction from executive directors or influential people;

5. Migration of employees to competitors in the same segment, without prior notice as a way of sabotaging the business;

6. Request for resignation through insincere justifications and legal actions of moral harassment;

7. Communication carried out covertly in small groups (employees and former employees) who share negative opinions and experiences about the company, formalized in social media with restricted and private communication;

8. Protectionism in the relationships of employees and managers in isolation, in the event of errors or failures in processes or problem-solving;

9. Disbelief and resistance of some employees, with more than 05 years in the company, when they were informed about the proposal to improve the organizational culture, innovations in processes, new services, and proximity in the relationship with the customer;

10. Employees consider resignation upon the challenge of presenting a report to the company's owners;

11. Lack of closeness and distrust of some followers towards their leaders in relations and work routines;

12. Incompatible intellectual and professional training of leaders for the implementation of management and innovative behavior and for the use of power and authority to which their professional role corresponds;

13. Employees' lack of interest in taking on new responsibilities, even with a professional and personal profile identified for such a challenge;

14. Some unsuccessful attempts at interventions and organizational changes, dividing the opinions of employees from different nuclei of the company about the genuine interest of change by entrepreneurs in their management proposals;

15. Existence of an expressive and significant gap between the administrative and pedagogical teams, weakening innovation initiatives and proposals for organizational management and market development.

The investigation process took place informally from the observation, recording, and analysis of data throughout the investigative period with the informal consent of the Pedagogical Director, who was open to providing opportunities for the construction of the proposal. The researcher used corporate and institutional events and some marketing initiatives and organizational improvements to engage employees from all business nuclei.

The investigation also took place through the initiatives and innovations proposed by the researcher with the support and authorization of the Executive, Pedagogical, and Organizational Nucleus, as described below:

1. Implementation of training programs (presentation in public, conducting meetings, effective communication, and excellence in service) for unit managers and their sales consultants and public service training for the operation, maintenance, and security team;

2. Cycle Meetings, lasting 45 and 45 days), a time when employees from all business centers meet to celebrate the results of the units, receive awards for behaviors reinforced by the culture of focus on results, participate in beauty workshops and other matters about the female universe, considering most employees;

3. Elaboration of projects such as proposals for improvements and innovations in processes and services for the marketing & sales sectors, with the involvement and participation of professors with more than 05 years of experience (the company allocated extra financial resources as an incentive for professionals);

4. Participation in co-responsibility with the consultancy in force in the application of training and development workshops for employees, partners and suppliers;

5. Implementation of periodic meetings at the units, with a focus on improving communication between managers and their teams;

6. Holding year-end celebrations for employees and their families, with 80% of the company's employees joining, a practice not encouraged by the company over the last 05 precedents;

7. Strengthening of partnerships with associated schools and market expansion with the adhesion of new business partners;

8. Implementation of the English4Life social project with partners and local companies, with the involvement of the entire faculty and administrative body.

It was considered an essential parameter of investigation, the data and information collected as a result of direct and intense contact with the Pedagogical Director. To this end, this information consolidates a more consistent understanding and understanding about the origin of the current management of the enterprise, since the investigator, whether in the role of an observer or as a collaborator in the performance of his duties, can access, observe, evaluate and certify the different ways of positioning and acting of the manager with the greatest influence on the business.

As a result of the investigation process, the investigator tends to be influenced by the perception of reality and the phenomenon observed because he lived the experiences as a collaborator in his work routine. It is reported that to minimize the impact of their personal emotions and biased observations, the investigator records the data after 42 hours of observation, when involved in the process, for other

data and information, the notes are recorded in the shortest possible time, as a guarantee of maintaining the amount and consistency of data, whether in printed or digital devices.

3 CONCLUSION

The proposed work platform includes companies with operations of up to 100 employees, which have a profile similar to that diagnosed in the company "Hope S/A".

By treating this company as a case study, we highlight the opportunity to identify possible tools and work methodologies, which applied through isolated interventions and in groups can address the issues raised with a focus on improving the organizational culture model, improving the work environment and interpersonal relationships, being able to strengthen the increase in productivity for the business, in the constant search for the increase in sales and consequently in the results, called profit for small configuration companies.

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